

A woman is shown in profile on the left side of the image, looking towards the right. She is wearing a light-colored top. The background is a blurred office setting with a computer monitor and other office equipment. A semi-transparent blue overlay covers the top half of the image, and a semi-transparent yellow overlay covers the bottom half. The text "technical assistance services" is centered in the middle of the image, overlaid on the blue and yellow areas.

technical assistance  
services

## GROWING DEMAND FOR TAILORED ASSISTANCE

The past year saw robust demand for MIGA's technical assistance services from clients across all regions. MIGA's Investment Marketing Services Department's mission is to equip investment promotion intermediaries with leading-edge tools and techniques to strengthen their capacity to attract and retain foreign direct investment. MIGA's hands-on technical assistance emphasizes the transfer of best practices in FDI promotion, while MIGA's online information services leverage these capacity-building efforts by linking investors directly to relevant information on investment opportunities and business operating conditions.

### Offering a broad array of services

MIGA's technical assistance takes many different forms, encompassing the range of services required to define and deliver support to investment intermediaries at all stages of development. In most instances, MIGA uses the Needs Assessment Framework as a baseline for assistance at the country level, to assess the capabilities and limitations of a client in its efforts to attract FDI.

The Needs Assessment Framework is also the basis from which MIGA develops recommendations for further steps to be taken to improve the prospects for FDI, with or without our involvement. For those countries in which further involvement is warranted, MIGA provides client-specific support through one-on-one strategic planning, hands-on training and coaching, tailored workshops, investor targeting exercises, and assistance in information technology (IT) and its application.

Topics covered are as broad as the range of needs that are identified, including program planning, market research, investor targeting, investor servicing and aftercare, and Web site development, among others. Some clients might also be referred to FIAS for assistance, or to external parties for support.

As MIGA has moved over the past several years from short-term assistance to longer-term capacity building, there has been a need to establish new, objective criteria by which the effectiveness of its interventions can be judged. Thus, in fiscal 2001, the

Investment Marketing Services department defined and implemented a new project reporting system to improve its monitoring and evaluation capabilities. Technical assistance activities are now being tracked and assessed on a geographic and functional basis for each project undertaken, and baseline data collected for FDI flows in each country, recognizing that there are long lead times involved in investment promotion and many external factors which influence a country's ability to attract and sustain investment.

MIGA's assistance is client-specific and therefore success measures depend to a degree on the stage of development and sophistication of the particular client agency. With the project data standardized and baseline data established, MIGA is broadening its monitoring and evaluation activities to examine the effects of our long-term projects on the MIGA-assisted investment promotion agency's ability to attract investment and by tracking the broad FDI flows into client countries by sector and country of origin. Taken together, the data on project activities and FDI flows will present a more detailed picture of the economic prospects for the country and the role of MIGA services.

In fiscal 2001, MIGA implemented 59 technical assistance or advisory service projects. Forty of these (67 percent) were long-term technical assistance projects. In many cases, these projects were multifaceted efforts incorporating strategy development, hands-on training, assistance in information technology, and other elements of service delivery. More than half (20) of the 38 countries receiving technical assistance are IDA designates. A significant portion of the technical assistance activities were undertaken in cooperation with the World Bank and FIAS.

## Asia and the Pacific



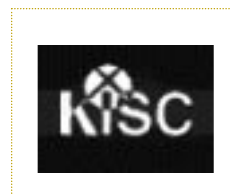
### MIYAZAWA INITIATIVE

During the past year, MIGA continued its work under the Miyazawa Initiative. MIGA's efforts in the Republic of Korea, the Philippines and Thailand under this \$1 million initiative are discussed below. Initiatives are being prepared for Indonesia; however, deeper work on an investment promotion strategy will depend on progress in legal and regulatory reforms relating to FDI and investment approvals. MIGA is coordinating its efforts there with the World Bank and FIAS.

### REPUBLIC OF KOREA

Early in fiscal 2001, MIGA facilitated a Needs Assessment of the Korean Investment Service Center (KISC), a part of the Korean Trade Investment Promotion Agency in Seoul. KISC asked MIGA to conduct the assessment to coincide with KISC's second anniversary, with the intention to use the results as a guide toward meaningful capacity building going forward. During the assessment, MIGA guided KISC staff in benchmarking their organization against best practices worldwide.

In Seoul, MIGA also presented a seminar on greenfield investment for KISC and the Korea Office of the Investment Ombudsman. Although the Republic of Korea has experienced tremendous FDI inflows over the past two years, they have almost

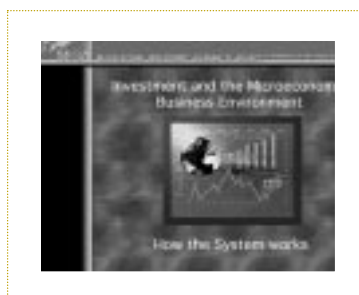


exclusively been in the form of mergers and acquisitions. The Republic of Korea is now focusing more attention on targeting and attracting greenfield investment. The seminar highlighted trends in FDI flows to Asia and provided insight into how investment decisions are made by foreign investors. Most recently, MIGA has been working with KISC to better position the country to attract greenfield investments in the high-technology industry.

### PHILIPPINES

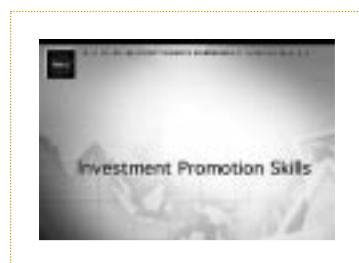
In the case of the Philippines, coordination among competing agencies in terms of their approach to attracting FDI is a focal point of the program. MIGA has convened capacity-building sessions with national and regional investment promotion agencies, including the Board of Investments (BOI), Export Processing Zone Authority, and regional promotion entities for Davao, Mindanao, Subic, and other locations.

MIGA conducted an information technology workshop for the BOI of the Philippines and other related government agencies. The workshop focused on the content, design, and marketing aspects of good investment promotion Web sites, and included concrete suggestions on how to improve BOI's Web presence. It also covered online research on sectors and companies to support the targeting exercises undertaken through MIGA's capacity-building program.



### THAILAND

Building upon the institutional needs assessment conducted in fiscal 2000, MIGA convened a capacity-building workshop for 60 staff members of the Thai Board of Investment. The program focused on the microeconomic business environment and the development and implementation of a comprehensive investor targeting program. MIGA's work with the agency on targeting is continuing, and work has begun on investment promotion skills building. A training program was held with staff on how to research Thailand's target industries. Bookmark files—lists of international business Web sites compiled by MIGA staff—were used as key resource materials. During hands-on sessions, participants were shown how to find data on FDI trends, target companies, and sectoral information.



### INDOCHINA

In a work program extending throughout the fiscal year, MIGA assisted the governments of Cambodia, the Lao People's Democratic Republic, and Vietnam in establishing an Internet presence to service investors online. In each location, MIGA provided a detailed orientation to senior officials. The sites were built using a MIGA-designed Web application for investment promotion intermediaries (IPAworks), which allows agencies to launch Web sites with minor customization to a template incorporating best practices that MIGA has identified. MIGA also provided assistance in securing in-country support for the site to ensure a locally maintained Internet presence.

This technical assistance is offered through the PHRD program, funded by the Japanese government, which aims to help the governments of Cambodia, the Lao People's Democratic Republic, and Vietnam (and has also included assistance to Mongolia) improve their ability to attract private investment. MIGA has provided technical assistance in the region through various activities such as training, developing marketing materials, and installing new information management systems for investment promotion agencies. A mission to the region in January 2001 marked the final stage of the technical assistance. MIGA staff visited the agencies to gauge the overall level of integration of products and services provided under the project to ensure that they have been installed and accepted with highest client satisfaction. System documentation was completed in the fourth quarter of fiscal 2001.

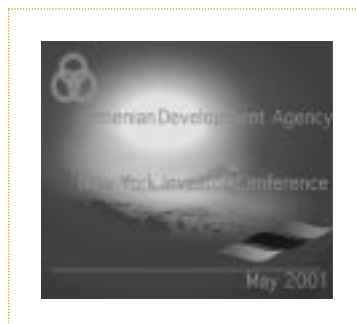
### SOUTH PACIFIC ISLANDS

In conjunction with FIAS, MIGA delivered an investment promotion training seminar for the management and directors of investment promotion agencies in the South Pacific. The event was attended by 16 representatives from the Cook Islands, Fiji, Kiribati, the Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Tonga, Tuvalu, and Vanuatu. Because of their size and relative geographic isolation, they face unique challenges when trying to promote FDI. The main sectors of investment in most of the economies are tourism, fisheries, and light manufacturing. MIGA's recent experience working with the Organization of Eastern Caribbean States brought to bear useful techniques the South Pacific islands could draw on to address promotional issues of their own. The participants were also familiarized with the guarantees MIGA offers to facilitate investment.

## Europe and Central Asia



Over the past year, MIGA has collaborated extensively with the Organization for Economic Cooperation and Development (OECD), World Bank and FIAS in efforts to formulate and implement private sector strategies for the countries of Southeastern Europe. In addition, Switzerland is funding a grant program for MIGA to deliver a portfolio of capacity-building activities, including an investment promotion skills-building program for East European and Central Asian countries. In September 2000, MIGA convened a workshop in Geneva under the program on how to use the Internet to conduct sectoral research for staff of Central European, Southeastern European, and Central Asian investment promotion agencies. The sectors of focus included electronics, automotive components, information technology services, and mining.



### ARMENIA

A joint MIGA/FIAS mission was undertaken to evaluate the possibility of a long-term capacity-building program for the Armenian Development Agency (ADA). The mission was designed to effect a clear link between the recommendations of an earlier FIAS report on the investment environment and a possible MIGA program. MIGA met with key ministers and advisers to the President of Armenia, and worked closely with representatives of the ADA, the World Bank, and IFC, and with donor agencies to assess the progress made on enacting the recommendations of the FIAS report and to assess the development needs of the ADA.

The mission was fully supported by the World Bank field office, and a comprehensive report with recommendations has been produced by MIGA and submitted by the World Bank to the Armenian government. It is expected that this work will lead to a multidonor, multiyear capacity-building program designed to enhance ADA's ability to undertake effective promotion of Armenia as a location for foreign investment. During the mission, MIGA also worked with the ADA to help it prepare and execute an investor conference organized by the World Bank and IFC in May 2001.

### KYRGYZ REPUBLIC

A component of MIGA's Eastern Europe and Central Asia capacity-building program, funded by the Swiss government, made provision for an investment promotion workshop in the Kyrgyz Republic. In preparation, MIGA undertook an initial assessment of the Kyrgyz Republic's investment promotion structures and designed a workshop program with the twin objectives of developing the expertise of the officials responsible for investment promotion, and deepening the support for FDI within government agencies. The delivery of the program was timed for December 2000, after the presidential election, a period of intense interest in policy issues. The five-day workshop program for investment promotion intermediaries included a day-long session for 30 representatives of key departments and agencies and received extensive media coverage. In addition to supporting the capacity development of the agencies' staff, the program contributed to broad awareness of the potential role of FDI during this period of policy formation for the new presidency.

### ROMANIA

MIGA visited Romania in June 2001 at the request of the Ministry of Development and Prognosis to provide advice on how best to introduce, organize and fund its capacity to effectively promote foreign investment, and to propose a capacity-building assistance program for the relevant ministry or agency. In conjunction with the World Bank country team, MIGA undertook an assessment of the current situation in Romania vis-à-vis FDI, and made recommendations for building on the current structure of FDI promotion to develop an improved and more proactive capacity for investment promotion. MIGA is currently discussing a detailed proposal both within the World Bank Group and with clients in Romania.

## RUSSIAN FEDERATION

PrivatizationLink Russia —[russia.privatizationlink.com](http://russia.privatizationlink.com)

MIGA is in the final stages of the PrivatizationLink Russia project—an initiative to develop a bilingual investment information service for domestic and foreign investors interested in Russian privatization opportunities. In this effort, MIGA has partnered with CIDA, which provided \$500,000 for the requisite field work, software development, and project promotion. Initiated in April 1999, the project is being carried out in cooperation with the Ministry of Property Relations of the Russian Federation and the Russian Federal Property Fund.

PrivatizationLink Russia is designed to increase the transparency of the privatization process in Russia by making more in-depth information available online to potential investors around the world. Investors now have free desktop access to business profiles of state-owned companies and assets currently for sale in the Russian Federation, along with details on the laws, regulations, and procedures governing these transactions.

The PrivatizationLink Russia service was officially launched in October 2000 at the US-Russian Investment Symposium, organized by the John F. Kennedy School of Government of Harvard University in conjunction with the *Financial Times* and other organizations. In November 2000, the Ministry of Property Relations informed MIGA of its plans to significantly increase the scope of privatization in Russia over the next two years, resulting in a higher-than-expected volume of company profiles to be publicized through PrivatizationLink Russia. The ministry requested that MIGA explore possible ways to extend the project and, together with the ministry's information technology team, develop a database synchronization mechanism so that company data can be automatically transferred from the ministry to the online database.

Efforts are underway to finalize the technical work in cooperation with the Ministry of Property Relations. MIGA also held discussions with the Investment Policy Department of the Russian Ministry of Economic Development and Trade with regard to the department's potential involvement in the PrivatizationLink Russia project and technical assistance that MIGA might provide to it.

## FEDERAL REPUBLIC OF YUGOSLAVIA

In May 2001, MIGA participated in a joint mission with the World Bank and IFC to Belgrade to contribute to the overall development of detailed plans for a Transition Grant being prepared to support the country leading up to membership in the World Bank Group organizations. MIGA undertook a detailed assessment of the technical assistance needs of the recently established Serbian Investment and Trade Promotion Agency. MIGA also designed a program of assistance to support the start-up phase of this new agency. The capacity-building program is expected to commence early in fiscal 2002.

## REGIONAL ACTIVITIES

Since the mid-1990s, MIGA has been partnering with the OECD, the Turkish Development Agency, and others, in a program to strengthen the capacity of countries in Eastern Europe and the former Soviet Union to attract FDI. As part of this program,





MIGA participated in several events at the Istanbul-based Centre for Private Sector Development over the past year, including regional meetings of chief executive officers (CEOs) of investment promotion agencies (IPAs), held in September 2000 and February 2001. The September meeting marked the opening by the OECD Secretary General of new premises for the Centre, made available by the Turkish government. The purpose of this meeting was to encourage governments in the region to give greater priority to supporting investment promotion activities in their countries and to define support that international agencies could give to this effort. The February meeting provided an opportunity to revise the work program and to present the new MIGA Investment Promotion Toolkit to the participants.

MIGA also participated in the Summit Economic Forum of the Central European Initiative (CEI), an intergovernmental forum for cooperation in the Central Eastern European region, in Budapest. The World Bank's Europe and Central Asia (ECA) Region actively supported the event through speakers and other contributions, and MIGA staff spoke on "Information Technology and Investment Promotion" and presented its investment marketing and guarantee services in a panel discussion on international financial organizations.

*IPAnet* currently serves as an information dissemination tool for CEI projects. CEInet, the electronic network of CEI, was one of the first sponsors of *IPAnet*, beginning in 1997.

An Internet Skills Training Workshop for Eastern European and Central Asian IPAs was conducted by MIGA in Geneva in September 2000. Eighteen participants from 14 different countries (Azerbaijan, Bulgaria, Czech Republic, Estonia, Hungary, Kazakhstan, Kyrgyz Republic, Latvia, Macedonia, Mongolia, Poland, Romania, Slovenia, and Switzerland) were trained to use the Internet for investment promotion, focusing on both the marketing and research aspects of the Internet. It was organized in cooperation with the UNCTAD Division on Investment, Technology and Enterprise Development and WAIPA.

Thanks to funding from the Swiss government, MIGA was able to finance the travel and subsistence costs of 10 participants. Their overall positive feedback on the workshop emphasized the high demand and need for training in the areas of leveraging IT solutions to improve the efficiency of the IPAs' business processes and keeping abreast of latest IT developments. MIGA plans to continue these Internet training workshops and deliver them on a subregional or country basis.



## Latin America and the Caribbean

MIGA's technical assistance and capacity-building activities in Latin America and the Caribbean are oriented toward developing and consolidating substantial investment promotion capacity within the region's IPAs through long-term assistance programs. Countries with ongoing projects include Bolivia, El Salvador, Guatemala, Nicaragua, and Panama.

In some countries, MIGA has developed cooperative arrangements with others in the World Bank Group to provide host country agencies with a broader spectrum



of services and assistance. To achieve a wider and longer lasting impact, a full range of investment services and training modules have been developed in Spanish. These new materials, and their delivery in Spanish, have expanded the spectrum of intermediaries serviced during the training exercises. They have also enabled the inclusion of key government officials, free zones and industrial park personnel and others involved in the investment promotion process.

## BOLIVIA

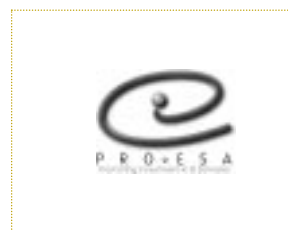
At the request of the Ministry of Foreign Trade and Investment, MIGA conducted an assessment of the institutional environment for investment promotion during December 2000. Bolivia is interested in substantially increasing its investment promotion capability to attract FDI. Working closely with the ministry and its implementing agency, CEPROBOL, and assisted by the World Bank, Inter-American Development Bank (IDB), UNCTAD, and UNIDO, a targeted investment promotion program is being implemented that will focus on promoting sectors such as apparel, textiles, jewelry, agro-industry, wood-working, and export services. Depending on the availability of funds, a medium-term technical assistance and capacity-building program will be implemented in the coming years that will include MIGA's investment promotion toolkit, investor targeting, foreign promotion assistance, contact management, and investor information systems.

In May 2001, MIGA was asked by the Commonwealth Development Corporation (CDC) to deliver a market research workshop for its staff in Santa Cruz, Bolivia. The purpose was to provide hands-on training on how to research online data on sector trends and companies to be targeted by CDC. As one of the main outputs of the workshop, a customized list of online resources for the six sectors targeted by CDC was created. In addition to the training, MIGA delivered concrete recommendations to ensure best use of online resources by CDC staff to support its market intelligence efforts.

## EL SALVADOR

Since December 2000, MIGA has been working with the Board of Directors and management of PRO.ESA, the national agency for investment promotion, to develop an investment promotion strategy. A first draft was developed and circulated among all the board members and management in PRO.ESA in early 2001, who then discussed and refined the draft.

In March 2001, MIGA conducted a mission to El Salvador, consisting of three separate activities: (1) assist PRO.ESA and its Board of Directors in finalizing the agency's promotion strategy for the next 12 months; (2) demonstrate a beta version of a contact management system for the agency's potential investor lead pipeline; and (3) provide specialized training in investment promotion techniques for the agency staff and management, managers from local free trade zones, and representatives from government institutions and other partners.



### GUATEMALA

At the request of the National Competitiveness Program and the Minister of Economy, MIGA assisted in the establishment of the new investment promotion agency, PROGUAT-Invest, in Guatemala. MIGA helped develop detailed job descriptions and evaluation criteria for the selection of key staff members, as well as suggesting an organizational structure and indicative budgetary requirements for the agency. A selection committee was organized to interview and select the final candidate for the CEO position of the agency, and MIGA served as an adviser to this group. During the trip, meetings were also organized with the Ministry of Economy and the Competitiveness Program to discuss plans for MIGA's current capacity-building and technical assistance program. Earlier in the year, MIGA conducted a validation workshop to provide an opportunity for open discussion among key stakeholders on proposed free zones legislation.

### PANAMA

MIGA is working with the World Bank's Private Sector Advisory Services (PSAS) in Panama. PSAS has signed an advisory mandate with the Panamanian Inter-oceanic Regional Authority—ARI—to act as advisor for the conversion to civilian use of the former US Howard Air Force base and surrounding land.

The focus of MIGA's work is to assess the facility's comparative and competitive advantages for a Special Economic Zone; identify high-potential activities for the former base and develop scenarios for their development; recommend a legal and tax regime; help define institutional arrangements to regulate and manage the base, including the creation of a dedicated development agency with a clear definition of its functions and procedures; and identify bottlenecks to FDI. During the initial mission in June 2001, MIGA played a key role supporting public relations for the project in Panama, making presentations to business leaders and associations, government institutions, and other relevant stakeholders regarding the objectives, approach, and risks and rewards of the project. When necessary, MIGA will also provide advice to the project leaders and consulting teams on the quality control and supervision of the work under development.

### NICARAGUA

MIGA staff traveled to Nicaragua in September 2000 to conduct an institutional assessment of the Center for Exports and Investments, the national IPA. In the process of evaluating the Center and the investment environment, the MIGA team met with more than 50 individuals from the private and public sectors, both local and foreign. In January 2001, MIGA presented the results of the assessment to key stakeholders in the investment promotion arena. Based on the insights and recommendations of the assessment, the MIGA team was able to design a long-term assistance program to be implemented in conjunction with the World Bank's lending operations.

The Nicaragua project provides MIGA with the opportunity to cooperate with World Bank lending operations and will likely serve as a model that can be replicated in other countries in the region and around the world. The first components will include staff and stakeholder training in investment promotion techniques, the



implementation of an investor tracking system, and a dedicated seminar on generating leads through market intelligence activities. These activities will be supported by the distribution of the Investment Promotion Toolkit, which will serve as reference materials and guidance for the stakeholders in Nicaragua.

#### box 8 NEW APPROACH TO PROVIDING TRAINING IN INVESTOR TARGETING

One of the greatest challenges faced by investment promotion agencies is how to target their investment promotion efforts to those investors with the highest probability for investing in their country, and to do so in a cost-effective manner.

With these needs in mind, MIGA's investment promotion officers designed a 10-day course on conducting market intelligence and investor research that was offered in Washington in April 2001. Investment promotion officers from Bolivia, El Salvador, Guatemala, and Nicaragua were introduced to market research techniques and trained in the use of print and online resources available through a spectrum of industry and company databases and Web sites, including those of the World Bank. Extensive training was provided in Internet-based research, and participants used these new skills to work on specific targeting projects for their respective countries and priority sectors. At the end of the program, they returned home with valuable information resources, company contacts and new skills to facilitate future market intelligence gathering in support of their investment promotion efforts.

This training not only complemented technical assistance and capacity-building efforts underway with each national agency, but provided an opportunity for the participants to develop new networks of colleagues within the region, paving the way for potentially valuable approaches to regional promotion.



photo | participants in April 2001 investor targeting workshop for Latin American investment promotion agencies, accompanied by MIGA staff.

#### REGIONAL ACTIVITIES

In January 2001, MIGA participated in the Fifth Annual LAC Hotel and Tourism Investment Forum. The forum was organized by the University of California at Los Angeles and was supported by a number of private sector tourism associations, including the International Hotel and Restaurant Association, the Caribbean Hotel Association, and the World Travel and Tourism Council. The World Bank Group was represented by MIGA and IFC. This is the third year that MIGA has contributed to the organization of this event, which attracted 400 participants representing private and public sector organizations from 18 countries. The forum explored investment and development opportunities in the region and examined the issues that could shape the tourism sector in the 21st century. Both traditional investor countries and developing countries of the LAC region were represented.

MIGA also participated in the Fifth Latin American Free Zones Conference, held in August 2000 in San José, Costa Rica. Free zones have played an important role as a development instrument for countries promoting FDI. In Latin America alone, companies located in free zones account for more than three million jobs. They have been an essential factor in the extraordinary FDI growth evidenced in countries such as Costa Rica and Honduras, and more countries are considering free zones as an element of their development strategies.



During the conference, meetings were arranged with key MIGA clients from Nicaragua and Guatemala, as well as participants from Argentina, Bolivia, Colombia, Cuba, El Salvador, Honduras, and Panama. In addition, MIGA delivered a brief presentation to representatives from the leading free zones in Central America regarding the range of services the agency provides. The representatives discussed regional cooperation plans to promote investment and the role that MIGA can play in facilitating these efforts to attract investment and develop promotional capacity.

The Central American and Caribbean Free Zones Conference held in Guatemala City, Guatemala, in March 2001, also included MIGA representatives. The conference hosted many of the main free zones from the region, as well as leading governmental representatives and investment promotion agencies.



## Middle East and North Africa

### SAUDI ARABIA

Saudi Arabia has recognized the importance of actively promoting FDI, particularly in nontraditional sectors. The government recently enacted investment legislation that included the formation of the Saudi Arabian General Investment Authority (SAGIA) to drive this process. During September, at the request of its Governor, HH Prince Abdullah, MIGA participated in a joint mission with FIAS to Riyadh. MIGA identified key areas and systems required by SAGIA to fulfill its new investment promotion mandate.

### REGIONAL

MIGA contributed to a regional workshop in Amman, Jordan, on investment promotion for heads of IPAs from the Middle East and North Africa, organized by the Inter-Arab Investment Guarantee Corporation and FIAS. MIGA staff presented a paper entitled “Reaching Investors Through Cyberspace—The New Paradigm for Investment Promotion” and participated in a discussion panel on the same topic. Potential areas of collaboration between MIGA and the Inter-Arab Investment Guarantee Corporation, as well as various investment promotion agencies represented at the Forum, were discussed. In November 2000, a Promote Africa representative gave an overview of MIGA activities at a conference in Tripoli, Libya.

## Sub-Saharan Africa



During the past year, MIGA developed a program for Sub-Saharan Africa intended to maximize synergy from an agency-wide collaborative focus on selected countries that offer prospects for significant new business. As a result, intensive multicomponent programs were developed for Senegal and Mozambique, and additional work is underway to define and implement similar programs in other countries on the continent that will continue into the year ahead. In some of these countries, MIGA's work is integrated with current FIAS programs, and in all cases is supportive of the World Bank Group's country assistance strategies for the respective countries. In addition to efforts from Washington, Promote Africa, MIGA's field functions in Lomé, Togo and Windhoek, Namibia, as well as other regional representatives, continued to assist private and public sector efforts to strengthen business involvement with partners from around the world.

### BENIN

In February 2001, MIGA/Promote Africa met in Benin with the members of the Privatization Commission and the Vice President in charge of privatization, to discuss the need for implementing a strategy to acquire up-to-date information on the investor selection process for dissemination by MIGA. Following on these meetings, the government of Benin signed a Memorandum of Understanding to post information on the divestiture process and assets through PrivatizationLink.

### CAMEROON

In December 2000, MIGA provided technical assistance to the Société Nationale d'Investissement of Cameroon to help the agency with issues related to information technology, in particular with developing a Web presence. MIGA's assistance to the organization, which has a mandate to promote investment into the industrial sector in Cameroon, consisted of presentations to key staff on how to develop and market an Internet presence.

### CAPE VERDE

MIGA prepared a detailed action plan for technical assistance for PROMEX, the Center for Investment and Export Promotion, in December 2000. The action plan was closely linked to earlier assistance delivered by FIAS and to requests from PROMEX to the World Bank for support of the agency.

### EQUATORIAL GUINEA

MIGA began discussions with the government of Equatorial Guinea regarding its interest in receiving technical assistance in support of its national investment pro-

motion activities. This effort will be implemented in the next fiscal year and MIGA will be collaborating with FIAS in defining and implementing the work program.

### **GHANA**

As part of its continuing support of Ghana's investment promotion efforts, MIGA, in partnership with the Ghana Investment Center, undertook a detailed survey of investors who had shown interest in doing business in the country in the previous six months. From various private and institutional sources, the survey yielded contact information for 120 potential investors. The list generated will be used by MIGA's Guarantees Department and the Center in providing further information on MIGA's guarantee program and other incentive schemes in the country to potential investors. MIGA conducted a field mission in May 2001 to identify capacity-building support needed by the main investment promotion intermediaries in the light of the new government's policies promoting FDI.

### **MALAWI**

MIGA worked with the Malawi Investment Promotion Agency (MIPA) to design and install new technology to enhance its FDI promotion functions. Assisted by technical specialists, MIGA carried out the successful implementation of a new investor tracking system, including customization, installation, training, and post-implementation support for MIPA. Key staff members were trained on the software's functionality and application in investment promotion efforts.

### **MAURITIUS**

In August 2000, MIGA conducted a comprehensive Needs Assessment of the Mauritius Export Development and Investment Authority (MEDIA) in Port Louis, Mauritius. About 25 MEDIA staff members, representing a cross-section of the agency, took part in the three-day program. The results of the assessment serve as a roadmap for MEDIA in fine-tuning the agency's competitiveness in attracting new FDI.

### **MOZAMBIQUE**

MIGA worked with the Mozambique Investment Promotion Center (CPI) to develop a scope of work for the technical assistance CPI requires to complete its institutional restructuring and to make progress on developing the Mozambique free zone program. The program designed by MIGA would include assistance in developing and implementing a multiyear strategic plan, installation of an Investor Tracking System, further development of CPI's Web site, and assistance in developing and implementing effective sectoral promotion strategies. In addition, the Mozambique government has requested MIGA's support in developing a program to strengthen investment in the country's tourism sector.

## NIGERIA

In July 2000, MIGA participated in a World Bank Group mission to assess the Nigerian private sector and the prospects for increased FDI as part of the development of the country assistance strategy. The team focused on the national IPA—the Nigeria Investment Promotion Commission—and included discussion of possible capacity-building programs which MIGA could deliver once steps have been taken to put a suitable legal and regulatory framework in place. In August 2000, MIGA contributed to the strategy for the development of the solid minerals sector in Nigeria. Staff moderated technical panels and made a presentation on risk perceptions, reforms, and the competitiveness of Nigeria, provided input into the policy and institutional aspects of mining development, and helped shape final recommendations.

## SENEGAL

In one of several technical assistance collaborations between MIGA and the World Bank during the year, MIGA prepared a five-year business plan for APIX, Senegal's national agency for investment and infrastructure. The plan served as the basis for the agency to receive \$1 million in funding from a World Bank loan preparation facility. The plan will also be presented to private sector stakeholders, who lobbied for the establishment of the agency. Since the plan was approved, MIGA has continued to provide technical assistance. MIGA visited Senegal in February 2001, prepared the groundwork for APIX to work with international experts, and provided a three-day investment promotion training skills workshop to staff of the agency. MIGA returned to Senegal in June 2001 to finalize the business plan to assist APIX in implementing its information systems.

## TANZANIA

In collaboration with the government of Tanzania and other stakeholders, MIGA is organizing an investment facilitation conference focusing on tourism and economic infrastructure that will be held in fiscal 2002. The objective of the conference is to assist the government in marketing opportunities for productive private sector investment in Tanzania. MIGA convened capacity-building and consensus-building workshops to initiate the dialogue for the Tanzania investment facilitation conference, and conducted a study of the tourism sector. It is hoped that the study and workshops will assist in strengthening Tanzania's policy and regulatory framework as well as deepening sectoral linkages, thereby stimulating activities in others sectors. MIGA is also working with the IPAs of Tanzania and Zanzibar to design and implement investor tracking systems and enhance their Web presence using MIGA's IPAworks software.

## UGANDA

MIGA staff visited Uganda in April 2001 to assist in installation and conduct training in support of an investor tracking system for the Uganda Investment Authority. MIGA is also providing assistance to the authority in migrating its business operating conditions database to a Web site structure using IPAworks.





### ZAMBIA

A MIGA team visited Zambia in March 2001 to follow up on a needs assessment undertaken for the Zambia Investment Center in fiscal 2000, and to define necessary assistance from MIGA. After reviewing progress made since the assessment was conducted, MIGA coordinated with the United States Agency for International Development to arrange funding to support the Center's installation of an Investor Tracking System and to redesign its Web site to improve its impact as a promotional outreach vehicle.



### REGIONAL EVENTS

#### Sixth Annual African Mining Investment Symposium

For the first time, this annual event was held in Sub-Saharan Africa when MIGA convened the symposium in Ouagadougou, Burkina Faso, in December 2000. The symposium attracted more than 200 representatives of private international mining companies and over 100 public sector delegates from African countries. A roundtable meeting between African mining ministers and mining company executives set the tone by focusing on: recent global mining trends and their implications for Africa; the interface between governments and mining companies; the need to improve the legal, regulatory, fiscal, and institutional framework for mining; and ways to maximize development impacts. The symposium highlighted the consensus that mining development should take place in a manner that affords maximum protection to the environment and safeguards the rights of local communities.



Opened by the President of Burkina Faso, the first part dealt with current trends and challenges facing the mining sector while the second part focused on the promotion of specific investment opportunities by participating countries. The general sessions resulted in a number of private meetings between country representatives and interested companies with a view to making investments. Following the symposium, visits were organized to gold and base metal mines throughout Burkina Faso.

photos | top, MIGA EVP Motomichi Ikawa (left) and the President of Burkina Faso, H.E. Blaise Compaoré, at the opening of the 2000 African Mining Investment Symposium; bottom, the MIGA organizing team, from left—Adrienne van Lare, Mamadou Barry, Shantal Persaud, Kofi Egbeto, William Dadzie, and Robert Whyte.

First phase evaluation interviews were completed in Ouagadougou. The vast majority of both private and public sector participants interviewed were highly complimentary and positive about the symposium, reporting that, in their belief, there were significant potential business benefits from attendance for their organizations. There was a strong feeling that the selection of Ouagadougou as the location for the conference meant that the most “serious” industry players were present and, indeed, many suggested that the size and structure of the event made it much easier to meet and discuss business opportunities and to share experiences and issues of common professional interest. There was much anecdotal evidence of transactions being discussed and developed at the symposium. MIGA will conduct further evaluation to assess the post-conference business activity resulting from the event.

#### African Connection (AC)

This initiative to promote investment in telecommunications infrastructure on the continent was begun by African leaders in 1999, and has since been supported by MIGA and the World Bank. Following the establishment of the AC Secretariat this year, MIGA began working with the Secretariat's staff to upgrade the pilot version of the AC



Telecomms Database and to transfer responsibility for the site to the Development Bank of Southern Africa, which is housing the Secretariat.

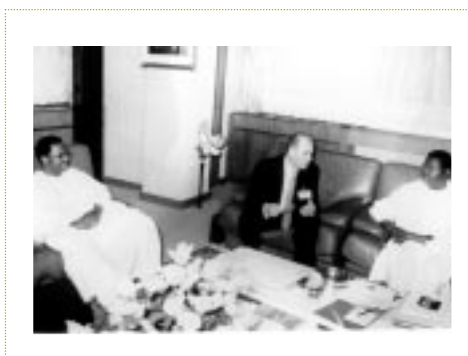
The AC Telecomms Database is designed to be a resource for telecomms investors, policymakers, and regulators. It contains a compilation of the laws and regulations governing African telecommunications, market overviews and analysis of sector markets in the region, a collection of best practice materials on telecomms regulation, as well as in-depth information on investing in Africa. MIGA is in the process of completing its implementation plan for the site, which calls for: enhancing the features and content of the AC Telecomms Database; integrating the information service into a larger Web site addressing the full scope of activities being carried out under the AC initiative; recruiting a content manager to work within the Secretariat to maintain the site; and implementing a sponsorship-driven fundraising program to support the future operation of this unique online resource.

#### Other Regional Events

MIGA/Promote Africa teamed with the Executive Secretariat of ECOWAS (Economic Community of West African States) and the Port Authority of Lomé in jointly organizing a **Maritime Investment and Strategic Partnership Forum** in Lomé, Togo, in April 2001. The objective of the Forum was to identify investment opportunities in the maritime sector, and to initiate a coastal shipping project, ECOMARINE, that a group of investors in West Africa will implement to reduce obstacles to FDI and facilitate regional integration.

Elsewhere in the region, MIGA convened a series of regional **capacity-building workshops** for investment promotion officers from the countries that comprise the Southern Africa Development Community (SADC). Throughout the year, sessions were held in Malawi, Mauritius, Mozambique and Zambia, with participants from Ethiopia, Ghana, Mauritius, Mozambique, Tanzania, Uganda, Zambia, Zimbabwe, and the US (via videoconference).

MIGA/Promote Africa also participated in a conference, organized by the UN Economic Commission for Africa, on **The Role of Investment Promotion Agencies in Africa** that brought together 21 chief executives and senior staff from 13 regional investment



photos | top, opening ceremony by Prime Minister Agbémomé Kodjo of Togo; bottom, ministers following the opening ceremony; left, Christophe Bellingier and Kofi Egbeto of MIGA during meeting with the Prime Minister.

promotion organizations. The participants gathered in Addis Ababa to share views on their role and functions in promoting investment in Africa, the obstacles they encounter, and the modalities for making investment promotion agencies more effective in their functions.

MIGA, with support from the World Economic Forum, hosted the **Third Annual Roundtable of Investment Promotion Agencies Heads of SADC IPAs**, in South Africa. The event was attended by 10 IPA executives from the SADC region and provided a forum for them to discuss and consider the implications of preferential trade agreements recently negotiated with the EU and United States. Immediately following the roundtable, MIGA staff attended the World Economic Forum's Southern African Economic Summit, where the IDA credit supporting the Africa Trade Initiative was signed, and information was provided to investors interested in Africa concerning MIGA's insurance against noncommercial risks.